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Personnel

**TRAINING AND ADMINISTRATION OF
RESERVE MEMBERS**

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This headquarters operating instruction implements DoD Directive 1235.11, *Management of Individual Mobilization Augmentees (IMA)*, ASD(RA). It provides guidance for individual reservists, their supervisors, and others responsible for administering the NORAD-USSPACECOM Joint Aerospace Reserve Program (JARP). It outlines Joint reserve personnel responsibilities and procedures for North American Aerospace Defense Command (NORAD), United States Space Command (USSPACECOM), and DoD Manager, Manned Spaceflight Contingency Support (DDMS), and designates offices of primary responsibility (OPR) for specific aspects of program implementation within the headquarters staff elements, combat operations staffs (COS), and DDMS. It does not apply to Air Force Reserve Command nor Air National Guard units. It applies to all personnel, including reservists who are permanently assigned or permanently or temporarily attached to NORAD, USSPACECOM, or DDMS for training or active duty support. Changes to this instruction should be submitted in writing to HQ USSPACECOM/J1R, 250 S. Peterson Blvd, Ste 116, Peterson AFB, CO 80914-3021.

1. General. Command philosophy is embodied in the vision statement for the JARP: “Proactive, joint reserve professionals, fully integrated with the active component, providing responsive, cost-effective support as needed to meet warfighter needs.”

1.1. Total Force Perspective. We are a “Total Force” command. All planning and operations are accomplished from a “Total Force” (active, reserve, National Guard, civilian, and contractor) perspective.

1.2. Active Force Command and Control. Individual reservists—individual mobilization augmentees (IMA), including general/flag officer (G/FO) mobilization assistants (MA), USAR Drilling IMAs (DIMA), and Navy Selected Reserve (SELRES), are under active component supervision and peacetime/exercise/wartime command and control. IMAs assigned to NORAD and USSPACECOM are accountable through active duty chains of command to the Deputy CINCs, except for the MA to the CINC who is accountable to the CINC.

1.3. Reserve Training. IMAs will accomplish all reserve training, including annual training (AT) and inactive duty training (IDT) at their mobilization site, unless an alternate location is requested by their supervisor. Reserve training will be leveraged for maximum mission contribution, and may be flexibly scheduled to accommodate gaining command needs. Reserve training will normally be accomplished during normal work hours for the organization of assignment.

1.4. Same Standards as Active Force. Reservists are held to the same standards of appearance, conduct, and proficiency in their assigned specialties as their active duty counterparts.

1.5. Same Personnel Policy as for Active Force. Rules regarding reserve program/personnel administration are the same for reservists as they are for active duty personnel, unless there is a compelling reason for treating reservists differently. When these situations occur, the reasons for different treatment for the reservists will be documented as part of the personnel policy or action. For example, the rating chains for reserve members are the same as for their active duty peers; decorations eligibility applies equally for active and reserve members; travel and per diem entitlements are the same.

1.6. Reservists Assist Active Force with Program Administration. Full-time and part-time reservists integrated within the staff assist the active component with reserve program administration and the mentoring of junior reservists. Full Time Support (FTS)/statutory tour reservists and senior part-time (drilling) reservists may advise the staff and members on reserve program administration, but they do not direct or command the reserve program, nor fall within the supervisory chain for assigned reservists.

1.7. Reserve General/Flag Officers. Reserve G/FO positions are established as MAs to the CINC and to other active component G/FO positions. All reserve G/FO billets in the Joint arena are “nominate”, that is, they may be filled by qualified individuals from the Army, Navy, Marine Corps or Air Force Reserve. Reserve MAs may advise the senior staff and the Joint Reserve Forces Advisor on reserve program administration, but they do not direct or command the JARP, nor fall within the supervisory chain for assigned reservists.

2. Background. The JARP was approved by the Joint Staff on 17 Sep 92 as a multi-service augmentation force of individual reservists for NORAD, USSPACECOM, and DDMS. The JARP was activated on 12 Mar 93. JARP manning is based on an approved Joint Table of Mobilization Distribution (JTMD) issued by the Joint Staff upon service component coordination.

2.1. JARP Purpose. The JARP is a NORAD-USSPACECOM reserve program established to augment HQ NORAD, the NORAD COS, HQ USSPACECOM, the USSPACECOM COS, and DDMS active component organizations in response to wartime, contingency, or authorized peacetime/national security requirements. IMAs train jointly and contribute in peacetime integrated with their active component counterparts. Upon mobilization, IMAs perform in pre-assigned billets and complete duties as directed to meet gaining command requirements.

2.2. JARP Structure. The JARP is structured to enhance the capability and responsiveness of NORAD-USSPACECOM global watch, crisis action team, battle staff, functional directorate, and special staffs. Reserve positions are established based on requirements for surge, backfill or increase in operations/ personnel tempo to meet national security objectives based on wartime, contingency, and theater commander needs, including to assist with the training and administration of assigned individual reservists. Positions are developed in response to the Planning Guidance Memorandum

which outlines the basis for force planning. Approved reserve positions are reflected in the Command JTMDs and personnel annexes of Command Operation Plans (OPlans).

2.3. Basis for Reserve Augmentation. Individual reservists (IMAs/DIMAs/SELRES) maintain readiness for mobilization and provide peacetime support to NORAD-USSPACECOM missions as an adjunct to their training. Reservists who make up the JARP are assigned to, trained by and managed by the active component organizations to which they report. While training, upon involuntary mobilization, or when serving on voluntary tours of active duty, they are available to meet surge requirements, to backfill for deploying members, to respond to increases in operations or personnel tempo, or to respond to special taskings in support of NORAD-USSPACECOM mission requirements worldwide.

2.4. Reserve Full Time Support (FTS). Reserve FTS positions exist or are being established at RF, J1, J2, SP-J3, and SP-J5. A Joint Reserve Forces Advisor (RF) provides policy advice to the CINC and staffs and is the focal point for all reserve matters. Personnel administration is provided by the Joint Reserve Personnel Branch (J1R), which coordinates reserve personnel actions on individual reservists on behalf of reservists and their supervisors. Reserve full-time presence in the Directorate of Intelligence, the Directorate of Operations, and the Directorate of Plans ensures reserve expertise is available for integrating reserve support to intelligence, current space operations, and planning/programming.

3. Glossary of References, Acronyms and Definitions. See [Attachment 1](#).

4. Responsibilities. This section defines manpower, personnel, and training responsibilities as they relate to reservists, their supervisors and others charged with reserve program implementation.

4.1. Individual Reservist Responsibilities. Individual reservists will:

- 4.1.1. Meet Training Requirements. They will fulfill annual training requirements appropriate to their pay category to ensure their readiness to fill their mobilization billet.
- 4.1.2. Work for Active Duty Supervisor. They will accept direction from/support tasking by their active duty supervisor.
- 4.1.3. Meet Service Performance Standards. They will adhere to standards of conduct, fitness, appearance, and duty performance applicable to active duty personnel of their service component.
- 4.1.4. Coordinate Participation Schedule. They will ensure effective coordination, planning and use of all training periods to enhance training effectiveness and maximize contributions to the unit mission. They will ensure that the active duty supervisor approves all active duty tour requests prior to submission to J1R.
- 4.1.5. Document Performance. They will ensure training accomplishments are recorded and assist their supervisor in maintaining a reserve management folder, as outlined in paragraph [4.4.2](#). They provide timely input for performance appraisals or award nominations as required by the supervisor.
- 4.1.6. Support Exercises, Workshops and Special Tours. IMAs participate in scheduled exercises and Command-sponsored workshops or conferences as approved by their supervisors, and inform their supervisors of availability to support special tours of active duty or exercises in addition to normal annual training requirements.

4.1.7. Notify Command of Personal Status Changes. IMAs will keep their supervisors and J1R informed of changes in their residence, employment and reserve status impacting their availability, and update their service records through appropriate channels as required, to reflect current dependents status, marital status, duty status, medical status, fitness, etc.

4.1.8. Complete Fitness and Screening Requirements. IMAs are responsible for completing periodic medical examinations and physical fitness tests, required immunizations (influenza), DNA and HIV testing, drug screening, and other special requirements established by their service component/gaining command. Navy and Marine Corps Reserve personnel will forward the results of their semiannual Physical Readiness Test/Physical Fitness Test to J1R for recording and processing. Air Force IMAs should complete annual aerobics testing with their active duty organizations of assignment.

4.1.9. Avoid Conflicts of Interest. IMAs shall not accept assignments or attachments to duties in which they will obtain information that they, or their private sector employers, may use to gain unfair advantage over civilian competitors. Reservists must disclose to superiors or assignment selection personnel information necessary to ensure that no conflict exists between their duty assignment and their private interests. Where the appearance of a conflict exists, the reservist will avoid this situation, or obtain a written ruling by the Office of the Staff Judge Advocate, and will provide a copy to the J1R and their active duty supervisor, documenting actions taken to preclude actual conflict.

4.1.9.1. Reservists Who are Also Civil Service Employees. In instances where a civil service employee of NORAD-USSPACECOM is also assigned to NORAD-USSPACECOM as a reservist, the following policies apply:

4.1.9.1.1. IMAs will avoid any conflict of interest between their civil service and reserve duties.

4.1.9.1.2. IMAs will be assigned to a reserve position in a different Command or (if in the same Command, in a different supervisory chain of command) than that of their civil service position.

4.1.9.1.3. Individual Reservists (and active duty sections/supervisors) must avoid situations where IMAs perform normal civilian job tasks while on duty for reserve training/support; and vice versa.

4.1.9.2. Reservists Who are Employed by Government Contractors. In instances where a reservist assigned to NORAD-USSPACECOM is also employed by a contractor doing business with the U.S. Federal Government, JARP work assignments must avoid any situation where the reservist will have access to government information that gives his employer an unfair advantage over business competitors or where they could take an official action that benefits their civilian employer (Joint Ethics Regulation 5-408). The following policies apply:

4.1.9.2.1. IMAs must avoid any conflict of interest or appearance of impropriety. IMAs and active duty supervisors must avoid allowing any IMA to perform tasks which relate to an individual's contractor responsibilities, creating an actual or perceived conflict of interest.

4.1.9.2.2. IMAs should not be assigned to a reserve position in a Command or directorate where their employer provides contract services. In situations where the expertise of the

IMA is required but a conflict could arise, the IMA should be restricted from participation in all activities related to their employer.

4.1.9.2.3. IMAs should not be asked to attend any meetings or review any documentation or correspondence relating to their civilian employer, or companies in competition with their employer.

4.1.10. Accept Personal Responsibility for Their Own Professional Development. IMAs must accept personal responsibility for ensuring their supervisors are aware of needed training, annual participation requirements, performance evaluation due dates, changes in civilian employment or residence, work accomplished, and career aspirations. Periodic review of the reserve management folder is one way to ensure mutual understanding between the IMA and his/her supervisor of planned and completed participation.

4.2. Service Element Coordinator (SEC) Responsibilities. A senior line officer reservist in each service (not assigned to a general/flag officer position) will be designated additional duty as Service Element Coordinator. SEC responsibilities include:

4.2.1. Advise Staff. SECs serve as senior service component reserve advisors to the directors and special staff, and reserve FTS staff.

4.2.2. Assist with Reserve Assignment Screening. SECs support J1R and organizations of assignment in recruiting and screening applicants for IMA vacancies.

4.2.3. Provide Advice on Personnel Actions. SECs advise J1R on reserve personnel assignments, initial training requirements, and administrative support for assigned IMAs. SECs advise regarding reserve-specific requirements for fitness/performance reports and decorations.

4.2.4. Advise on Ancillary Training Requirements. SECs advise J1R on required reserve component ancillary training.

4.2.5. Provide Service-Specific Advice. SECs provide service component specific guidance and counsel to IMAs' supervisors and J1R concerning service-specific reserve matters, such as use of active duty support funds (mandays), policies for extended annual tours, or use of reserve management periods.

4.2.6. Mentor Assigned Reservists. SECs mentor, monitor professional growth, and encourage the career development of assigned reservists in their service component.

4.3. General/Flag Officer Mobilization Assistant (MA) Responsibilities:

4.3.1. Senior MA. The O-8 reserve officer mobilization assistant serving as CINC-MA advises the CINC, ND/UD, directors, and special staff on reserve program progress and initiatives.

4.3.1.1. Relays Command Guidance. The CINC-MA relays Command guidance to the RF, and interfaces on behalf of the Command with reserve component headquarters.

4.3.1.2. Represents Space on Reserve Boards. The CINC-MA represents "space" and "joint" perspective on senior reserve boards and panels, and advises the CINC on senior reserve assignment actions upon request.

4.3.1.3. Reviews Policy. The CINC-MA reviews proposed reserve policy and correspondence developed for the DCINCs, CINC, or senior-level external agencies.

4.3.1.4. Participates in Command Planning. The CINC-MA participates as a member of the

Flag Officer Steering Group for the USSPACECOM Space Planning and Requirements System.

4.3.2. Other MAs. O-7 reserve MAs to the SPJ3 and NJ5 provide advice and leadership for reserve matters affecting the directorates.

4.3.2.1. Advise IMAs in Their Service Component. MAs maintain close liaison with senior reservists in their individual service components and provide professional guidance as appropriate.

4.3.2.2. Advise on Personnel Actions. MAs advise the RF and senior staff on personnel actions for their service component.

4.3.2.3. Provide Liaison to Reserve Components. Reserve General/Flag Officers maintain close liaison with their respective reserve component senior leadership on behalf of the Commands to build advocacy for Command mission requirements and associated reserve support, and facilitate resolution of reserve policy issues.

4.4. IMA Supervisor Responsibilities. Supervisors of reserve personnel will:

4.4.1. Provide Orientation Training. Supervisors will ensure orientation training of their reservists is provided as soon as practical after assignment consistent with positional requirements/individual training plans.

4.4.2. Maintain a Reserve Management Folder. Supervisors will maintain a six-tab reserve management folder for each assigned or attached reservist, with the following information:

4.4.2.1. Tab 1. Wartime job description/position justification.

4.4.2.2. Tab 2. Assignment/attachment authority.

4.4.2.3. Tab 3. Participation Schedule.

4.4.2.4. Tab 4. Record of IDT performed.

4.4.2.5. Tab 5. Record of reserve active duty tours (copies of AT/ADT/ADSW/TTAD orders.)

4.4.2.6. Tab 6. Biography or resume (including civilian skills) and records of training (including copies of course completion certificates.)

4.4.3. Supervise Participation. Supervisors will supervise, train and provide work assignments to enhance reserve wartime readiness and peacetime contributions.

4.4.4. Document Performance/Evaluate Potential. Supervisors will ensure training is documented in the reserve management folder, complete performance reports, and make recommendations for promotion and/or decorations in a timely manner.

4.4.5. Validate Augmentation Requirements. Supervisors will ensure the currency of each reserve position justification through annual update or revalidation. They provide copies of updated or validated position descriptions to JIM and ensure reserve responsibilities are reflected in OPlans. They submit manpower change requests to update positions as required.

4.4.6. Authorize/Document Ancillary Training. Supervisors will ensure reservists have the opportunity to complete reserve component ancillary training, i.e. physical readiness testing,

weapons firing, general military training, or other required training. These requirements may be verified through J1R. Ancillary training will be documented in the reserve management folder.

4.4.7. Schedule Participation. Supervisors will coordinate with IMAs and schedule IDT and AT to ensure maximum training and command support is provided. Annual Tours to be performed outside of the Command must be authorized in advance by the immediate supervisor or the supervisor's designated agent. Training attachments for IMAs to perform IDT at a location other than the mobilization site must be authorized by the supervisor and processed through J1R.

4.4.8. Approve Active Duty Tours. Supervisors will justify all requests for active duty tours encompassing more than one weekend, periods encompassing holidays, or rental cars requested by their IMAs. Supervisors must fund travel and per diem costs of IMAs required to travel in performance of special active duty tours for mission support.

4.5. Directorate/Staff Element Responsibilities. Each directorate or special staff organization will be responsible for the duties outlined in the following paragraphs:

4.5.1. Prepare Manpower Change Requests. Each director or special staff head will submit required changes to the Joint Table of Mobilization Distribution (JTMD) to J1M in conjunction with re-organizations, mission changes, or changes in augmentation requirements.

4.5.2. Initiate Assignment and Personnel Actions. Each director or special staff head will process assignment and personnel actions through J1R. They will assign active duty supervisors for IMAs upon initial assignment or change of reporting official.

4.5.3. Prepare/Update OPlans/CONOPS. Directors and special staff heads will ensure operation plans/OPlan Annexes and operations concepts for reserve support are kept current.

4.5.4. Authorize Building Access/Coordinate Personnel Security Actions. Organizations of assignment will process building access badges and security clearances for assigned and attached reserve personnel.

4.5.5. Arrange Newcomer Functions. Organizations of assignment will coordinate courtesy calls for newly-assigned reservists with senior active duty leadership in the organization, as well as with the J1R, RF, and respective SEC. They will schedule START SMART attendance as soon as practical after assignment.

4.5.6. Certify Duty Performed/Pay Documents. Organizations of assignment will designate personnel authorized to sign duty/pay documents for IMAs (normally a supervisor or section/branch/division chief). They coordinate with the respective SEC and the J1R on questions concerning authorization and certification of reserve duty. This may be accomplished by the immediate supervisor or designated representative (i.e., executive officer).

4.5.7. Project Reserve Requirements. Organizations must project requirements for annual training (AT), formal schools, training, exercise support, and active duty support (RPA and MPA man-days) on an annual basis. J1R will relay manday projections to the service components. Organizations must program travel and per diem for IMAs performing special tours of active duty support in conjunction with the programming of active duty travel and per diem.

4.5.8. Add Reservists to Rosters. Organizations will ensure reservists are included in staff directories and recall rosters, and include reservists in commander's/director's calls, all-hands meetings, and mandatory training for organizational members. It is also appropriate to invite reservists

to organizational social functions, although pay credit and retirement points cannot be earned for attendance at social functions.

4.5.9. Initiate Recall Upon Direction. Organizations will recall reservists upon receipt of authorization from the J1 or battle staff. Types of recall include telephone recall (for delayed reporting or exercise simulations, or “to get the word out”), voluntary recall (member applies for a temporary tour of active duty), or involuntary recall (member is directed to report in response to appropriate mobilization authority.)

4.5.10. Add newly assigned reservists to local area networks (LAN). Organizations must delete reservists from LAN access upon reassignment.

4.6. Joint Reserve Forces Advisor (RF) Responsibilities. The Joint Reserve Forces Advisor is the primary reserve point of contact and day-to-day Air Force Reserve representative on the staff, serves as joint reserve advisor to CINCNORAD-USCINCSpace, and reports to the UD. RF responsibilities include:

4.6.1. Advise on Reserve Policy Guidance. The RF helps the Commands understand and implement OSD, JCS and Command policy for NORAD-USSPACECOM reserve program implementation. The RF represents reserve forces at CINC/DCINC staff meetings and on the battle staff.

4.6.2. Manage MPA and RPA Manday Budgets. The RF coordinates manday projections and allocation, and approves/processes requests for use of MPA and RPA mandays. The RF prepares correspondence to advocate for reserve funding.

4.6.2.1. Approve Orders. The RF processes orders requests for reserve temporary tours of active duty for training or mission support.

4.6.2.2. Prepare Orders. The RF prepares manday orders on assigned Air Force reservists providing active duty support.

4.6.3. Develop Command Policy. The RF develops/coordinates Command policy and procedures for reserve programs and coordinates with the active component on proposed changes to joint policy and memoranda of understanding with external agencies for more responsive reserve support.

4.6.4. Communicate with MAs, SECs, and J1R. The RF will keep reserve MAs, SECs, and J1R informed on policy issues requiring their input or support.

4.6.5. Communicate with Supervisors of IMAs. The RF will keep active duty supervisors and IMAs informed on policy changes pertinent to their responsibilities or impacting reserve accessibility or support.

4.6.6. Coordinate on Roles and Mission studies, Plans and Initiatives. The RF will participate in roles and mission studies, plans and initiatives to ensure reserve component considerations are appropriately addressed.

4.6.7. Coordinate on Reserve Travel and Administrative Requirements. The RF will coordinate reserve travel and per diem requirements and reserve administrative support requirements (telephones, office supplies, ADP and office equipment, etc.) through the Director of Manpower and Personnel (J1).

4.7. Chief of Joint Reserve Personnel (J1R) Responsibilities. J1R will:

4.7.1. Manpower Responsibilities. J1R coordinates on manpower change requests for reserve JTMD positions, advises reserve Commands of pending changes, and advocates for CINC requirements.

4.7.2. Process Applications for Assignment. J1R coordinates the review and processing of applications to fill position vacancies. J1R advises applicants of Command requirements for assignment to NORAD and USSPACECOM.

4.7.3. Personnel Responsibilities. J1R coordinates on personnel actions on behalf of IMAs and their supervisors, providing Command endorsement or obtaining CINC-MA endorsement, where appropriate. J1R distributes OPR/FITREP “shells”/taskings relating to performance evaluations and promotion recommendations.

4.8. Directorate Senior IMA Responsibilities. The senior grade IMA in each directorate serves as the functional advisor to the director and directorate staff on reserve matters. This duty is in addition to the IMA’s primary mobilization responsibilities. Functional responsibilities are determined by the director, and may include mentoring other directorate IMAs, assisting with directorate reserve personnel management, advising on new augmentation requirements, and coordinating for the directorate on reserve or mobilization related staff packages.

4.9. Reserve Planning and Programming Officer Full Time Support (FTS) Responsibilities (SP/J5R) [when established]:

4.9.1. Reserve Planning and Programming. SP/J5R coordinates reserve input to the planning and programming processes. SP/J5R ensures reserve components are properly addressed in Reserve Component Plans, Command OPlans, and Supporting Plans to theater CINCs. SP/J5R ensures reserve initiatives are part of the programming and budgeting processes, and coordinates reserve inputs to CINC integrated priority lists, where appropriate.

4.9.2. SP/J5R serves as day-to-day Army Reserve representative to the USSPACECOM Directorate of Plans, CINC-MA, RF, J1R, directorates, and senior staff.

4.9.3. SP/J5R helps mentor Army Reserve personnel assigned to NORAD and USSPACECOM.

4.10. Reserve Coordinator of Current Operations Support Full Time Support (FTS) (SP/J3R) [when established]:

4.10.1. Coordinates IMA Support Requirements. SP/J3R coordinates requests for reserve support to current operations and exercises.

4.10.2. Represents Marine Corps Reserve. SP/J3R serves as the day-to-day Marine Corps Reserve representative to the USSPACECOM Director of Operations, CINC-MA, RF, J1R, directorates, and senior staff.

4.10.3. Mentors USMCR IMAs. SP/J3R serves as mentor for USMC reserve personnel assigned to NORAD-USSPACECOM.

4.11. Reserve Coordinator of Support to Intelligence Full Time Support (FTS) (N-SP/J2XR) [when established]:

4.11.1. Coordinates requests for reserve intelligence support. N-SP/J2XR is responsible for ensuring all General Defense Intelligence Program (GDIP) and Joint Military Intelligence Program (JMIP) funds expended for reservists are utilized strictly within appropriate guidelines.

4.11.2. Represents Intelligence Reserve. N-SP/J2XR serves as the day-to-day intelligence reserve representative to the USSPACECOM Director of Intelligence, CINC-MA, RF, J1R, directorates, and senior staff.

4.11.3. Mentors Intelligence IMAs. N-SP/J2XR helps mentor reserve intelligence personnel assigned to NORAD-USSPACECOM.

5. Procedures. The following sections define procedures for establishing and filling requirements, accessing and training RC members, employing reservists, and providing personnel administration.

5.1. Identifying Reserve Augmentation Requirements:

5.1.1. Coordination of CONOPS. The starting point for evaluating reserve or other sources of augmentation is the concept of operations (CONOPS) for implementing assigned mission taskings. CONOPS developed by directorates and special staff should be coordinated with the RF if reserve involvement is contemplated.

5.1.2. Evaluating Alternate Sources of Augmentation. Active duty augmentation, outsourcing (contractors), reserve or National Guard units, or IMAs may be appropriate to meet augmentation requirements. The use of reserve component units or individuals is appropriate to meet wartime or contingency taskings where other sources of augmentation are not available or are less cost-effective. J1M can advise regarding sources of augmenting forces other than reservists.

5.2. Establishing Manpower Authorizations:

5.2.1. Joint Table of Mobilization Distribution. The JTMD documents approved reserve component authorizations. Changes to required RC strength are initiated through N/US Form 1, **Manpower Change Request**. This request is submitted to J1M.

5.2.2. Service Component Manpower Documents. When the Joint Staff obtains service component coordination on a new or changed RC requirement, the approval is reflected in the JTMD. Update of service component manning documents with service component position numbers is required prior to assignment of personnel to fill the positions.

5.2.3. Filling Position Vacancies. Active duty organizations with projected or actual position vacancies should notify J1R of their requirements for filling the position, to include grade, specialty, proximity requirements, and special needs for the position. Waivers by RF are required to assign IMAs who live outside the local travel area (beyond 100 miles or more than 2 hours commute away).

5.2.3.1. Identifying Candidates. J1R will assist active duty organizations in identifying potential candidates for positional vacancies.

5.2.3.2. Assignment Actions. Assignment actions will be worked through J1R. There are four types of assignment actions:

5.2.3.2.1. Permanent Assignment to a Joint Billet. Orders are cut by service component permanently assigning a reserve member to a funded Joint IMA billet and the corresponding service component position.

5.2.3.2.2. Training Attachments. Reservists assigned to mobilization requirements at other commands may be attached to NORAD-USSPACECOM for monthly drills. With active organization approval, these individuals can provide peacetime contributory support

in the performance of inactive duty training or active duty support (MPA mandays).

5.2.3.2.3. “Points Only” Attachments. Reservists not otherwise assigned can be attached for “points only” to an active duty organization (Category E attachment). Provisions for “points only attachment” are normally temporary. They may be continued annually but may not extend beyond 3 years. Members in Category E status may perform active duty support if funds are available; the gaining organization is responsible for travel and per diem expenses. Members in “points only” attachment must earn at least 16 points annually through participation at the gaining command.

5.2.3.2.4. Temporary Tours of Active Duty. Temporary tours of active duty may be performed for active duty support (MPA mandays) or reserve program training and administration (RPA mandays) by reserve personnel, whether assigned/attached to NORAD-USSPACECOM or not. Reservists permanently assigned have priority for active duty support funds.

5.2.3.2.5. Double Billeting. When an AF IMA is projected for assignment, it may be possible to identify a replacement and “double billet” the replacement to the same position for a period of time. Likewise, AF policy allows a member promoted above the grade of the position to remain “double billeted” in the position while a higher grade position is sought. “Double Billeting” may be authorized to permit accession of quality personnel leaving active duty to retain their expertise while they find a permanent position. As a management tool, “double billeting” can be used by exception, for 6 to 12 months, depending upon the IMA’s service component and grade. In cases where funding or policy precludes “double billeting”, “points only” attachment may be a satisfactory alternative.

5.3. Reserve Education and Training:

5.3.1. Applications for Education. Members submit applications for education through their active duty organizations to J1R for processing with the appropriate service component.

5.3.1.1. Formal Schools. Course quotas must be obtained for courses to be attended. J1R can advise on process for obtaining course quotas.

5.3.1.2. Professional Military Education (PME). Requests to attend PME in residence are submitted through active duty organizations to J1R for processing to the appropriate service component.

5.3.2. Scheduling of Training. IMA scheduling is coordinated between IMAs and their supervisors to achieve the optimal balance of individual availability and mission contribution. Supervisors may establish specific required participation dates to accomplish essential training (such as exercise participation). Training is normally scheduled during regular duty days/shifts established for the organization of assignment. Flexibility is available to schedule annual training in conjunction with inactive duty training on any schedule which maximizes IMA training and contributory support, provided the basis is mission-driven and not for the convenience of the member.

5.3.2.1. Active Duty Training/Annual Tours. Active duty for training and related course quotas are normally forecasted before the start of the fiscal year. For most IMAs, AT consists of a 12-14 day tour of duty, to include two work-weeks with one intervening weekend and travel days. AT may be split into pieces based on unit requirements. If duty is to be performed on a holiday or on more than one weekend, if the tour is fragmented, if AT is to be performed in

conjunction with inactive duty training, or if non-standard duty hours are required, justification needs to be annotated on the request for AT orders, reflecting that the special requirements are driven by mission requirements.

5.3.2.2. Inactive Duty Training (IDT). IDT is scheduled in blocks of 4 or more hours, with no more than two IDT periods in a 24-hour period.

5.4. Classification Actions. Awarding or upgrade of military functional specialties is based on individual qualification and positional requirements. Directorates or other organizations of assignment initiate classification actions for IMAs in the same way they are handled for their assigned active duty personnel. Copies of classification actions should be provided to J1R.

5.4.1. Award of Specialties. Follow same procedures as for active duty personnel.

5.4.2. Upgrade of Specialties. Follow same procedures as for active duty personnel.

5.4.3. Specialty Code Mismatches. Reservists may generally be assigned to specialties they are not currently qualified to fill if there are no qualified applicants for the position and they enter an appropriate training program to become qualified in the new specialty.

5.5. Performance Evaluation. Requirements for performance evaluation parallel procedures for active duty personnel. IMAs are rated by active duty supervisors. For Navy FITREPs, regular annual reports will be concurrently signed by the active duty supervisor and the reserve unit commanding officer.

5.6. Promotion. Release of promotion results is coordinated by the J1 to allow timely notification of selectees and non-selectees, and preparation of congratulatory letters as appropriate. J1R will prepare CINC congratulatory letters for promotees in accordance with Command policy for recognizing active duty personnel.

5.6.1. Promotion Recommendations. Procedures are similar to those for the active force. Where service components establish procedures which vary from those for the active component, J1R will ensure guidance is provided to supervisors/senior raters of affected IMAs.

5.6.2. Promotion Board Announcements. J1R makes official announcements of promotion results consistent with service reserve component policy and procedures used for announcing active duty promotion board results.

5.7. Recognition:

5.7.1. Individual Decorations. Reserve members are eligible for Joint recognition upon tour completion consistent with the standards established for active duty personnel. Nomination procedures for reservists are the same as for active duty personnel. Awards boards for reserve personnel will have representation by a reserve officer, normally the RF.

5.7.2. IMA of the Year. IMAs may be nominated for recognition as NORAD or USSPACECOM officer or enlisted IMA of the Year. This program is based on nomination criteria established by the Reserve Officers Association of the United States. Command winners may be eligible for subsequent service component competition. J1R provides guidance to the staff for the IMA of the Year program, and coordinates presentation of Command momentos to winners at an appropriate ceremony.

5.7.3. Unit Awards. IMAs assigned or permanently attached to Joint billets (i.e., permanently filling an approved/funded JTMD position) at NORAD or USSPACECOM (and not eligible to share in unit recognition for other units for the same service) share in unit awards received by the command of assignment/permanent attachment. Staff elements supporting both NORAD and USSPACECOM determine eligibility of members based on the Command JTMD where their position appears.

5.8. Retirements and Separations. J1R can advise active duty organizations on procedures for retirement and separation. Security de-briefs, turn-in of equipment and building access badges, removal from recall and telephone rosters and LANs, nomination for individual decorations, and planning for farewell luncheons or retirement ceremonies are the responsibility of the organization of assignment.

5.8.1. Retirements. J1R can provide organizational POCs with guidance on retirement ceremonies, and assist in obtaining retirement certificates through the reserve component, as desired.

5.8.2. Separations. J1R can provide assistance in determining eligibility for separation and obtaining separation orders.

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Joint Reserve Forces Advisor

Attachment 1

GLOSSARY OF REFERENCES, ACRONYMS AND DEFINITIONS

References

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DoD Directive 1205.17, *Official National Guard and Reserve Component Personnel Data*, ASD(RA)

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DoD Directive 1235.10, *Activation, Mobilization, and Demobilization of the Ready Reserve*, ASD(RA)

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DoD Instruction 7730.54, *Reserve Components Common Personnel Data System*, A SD(RA)

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ARPERCEN Pamphlet 140-145 *Individual Mobilization Augmentation (IMA) Handbook*

BUPERS Instruction 1001.39 (Series), *Administrative Procedures for Naval Reservists on Inactive Duty*

SECNAV Instruction 1001.37 (Series), *Department of the Navy Selected Reserve Policy*

MCO P1001R.1H, HQ U.S. Marine Corps (RAP), *Marine Corps Reserve Administrative Management Manual (MCRAMM)*

MCO 1001R.56A, *Active Duty for Special Work (ADSW) in Support of the Reserve Component (RC) Program (ADSW-RC)*

MCO 1001R.57, *Individual Mobilization Augmentee (IMA) Program*

MCRSCINST 1001R.4, *IMA Det Administrative Management*

Marine Corps Reserve Support Command *Marine Corps Reserve Guidebook*,, USGPO 1977-556-685

USAF publication *Individual Reserve Guide*, HQ ARPC

AFI 36-2629, *Individual Mobilization Augmentee Management*

AIA and USSPACECOM *Memorandum of Understanding (MOU)*

MOU between NSIU 0171, RIA-5 and USSPACECOM

NAVAIR Instruction on *Naval Space Reserve Program*

HQ NORAD *Reserve Component Plan*

HQ USSPACECOM *Reserve Component Plan*

Acronyms and Definitions

AC - Active Component. Referring to active Army, Navy, Marine Corps, or Air Force forces.

ADSW - Active Duty for Special Work. A period of active duty performed by a reservist in support of active or reserve missions. [In the Army, ADSW is used to refer to “reserve” support, while temporary tour of active duty (TTAD) refers to “active duty” support.]

ADT - Active Duty for Training. A period of temporary active duty performed by a reservist for training to obtain or maintain proficiency in their mobilization billet.

AT - Annual Training. A period, normally 12-14 days including one weekend but no holidays, (funded by the reserve components each fiscal year) used by individual reservists to obtain and maintain proficiency in positional duties for their mobilization assignment and provide peacetime contributory support to the AC.

BIMAA - Base IMA Administrator. AF Reserve FTS staff at base-level military personnel flight providing support to IMAs and their supervisors on personnel actions.

DIMA - Drilling IMA. A term used by the US Army Reserve (USAR) to refer to individual reservists who are funded by the USAR for monthly drills (inactive duty training periods) in addition to AT.

FTS - Full Time Support. Extended active duty reserve component positions reflected on the JTD and funded by the reserve.

IDT - Inactive Duty Training. A training period, normally of 4 hours, used by IMAs to maintain proficiency or obtain ancillary training.

IMA - Individual Mobilization Augmentee. Term which applies to a ready reservist from any service component who individually augments an active component organization when mobilized. General/flag officer mobilization assistants (MA), Navy Selected Reservists (SELRES), and USAR Drilling IMAs (DIMA) are all IMAs.

JARP - Joint Aerospace Reserve Program. Name given to NORAD-USSPACECOM-DDMS IMA program.

JTMD - Joint Table of Mobilization Distribution. Joint manning authorization document showing reserve part-time positions, including IMAs funded for 0, 24, or 48 IDT periods.

JTD - Joint Table of Distribution. Joint manning authorization document showing active duty positions, including reserve full-time support positions.

MA - Mobilization Assistant. A general or flag officer IMA.

Mentor - For the purposes of this instruction, “mentoring” refers to the responsibility of senior grade IMAs and FTS staff to watch out for other reserve personnel in the JARP, help them understand our Command missions and program philosophy, and advise them on matters relating to their responsibilities, career opportunities, and military professional development.

MOA - Memorandum of Agreement/MOU - Memorandum of Understanding. Coordinated, signed agreement among heads of organizations to establish common understanding of relationships and interaction among the organizations.

MOBTDA - Mobilization Table of Distribution and Allowances. Army manpower authorization document for approved Army IMA positions.

Nominative - A characteristic of MA positions allowing vacancies to be filled by selecting from nominees from multiple service components.

RC - Reserve Component. Referring to the Army National Guard, Air National Guard, or Army/Navy/Marine Corps/Air Force/Coast Guard Reserve.

RUAD - Reserve Unit Authorization Document. Navy manpower authorization document which reflects approved Navy Reserve positions.

SELRES - Selected Reserve. That portion of the reserve which is the highest priority for mobilization. The selected reserve maintains proficiency through regular training, and includes IMAs, drilling and full-time support reservists in units, and personnel in the training pipeline for IMA or unit assignments. Navy IMAs are often referred to as SELRES.

T/O - Table of Organization. Marine authorization document which reflects approved Marine IMA positions.

TTAD - Temporary Tour of Active Duty. An Army Reserve term which designates ADSW used for active duty mission support.

UMD - Unit Manning Document (File Part C). Portion of Air Force authorization document which reflects approved IMA positions.